



Strategic Plan 2015-17

Division of Environmental Protection

Department of Conservation and Natural Resources

State of Nevada

Introduction and Background

Mission and Purpose

The mission of the Division of Environmental Protection is to preserve and enhance the environment of the state to protect public health, sustain healthy ecosystems and contribute to a vibrant economy.

A diverse range of environmental regulatory, monitoring and compliance assistance programs are implemented by the Division to accomplish its mission.

Organizational Structure

The Division of Environmental Protection was created as a division within the Department of Conservation and Natural Resources in 1977. Headquarters offices are located in Carson City and a field office is located in Las Vegas. The Division is composed of ten Bureaus (Figure 1):

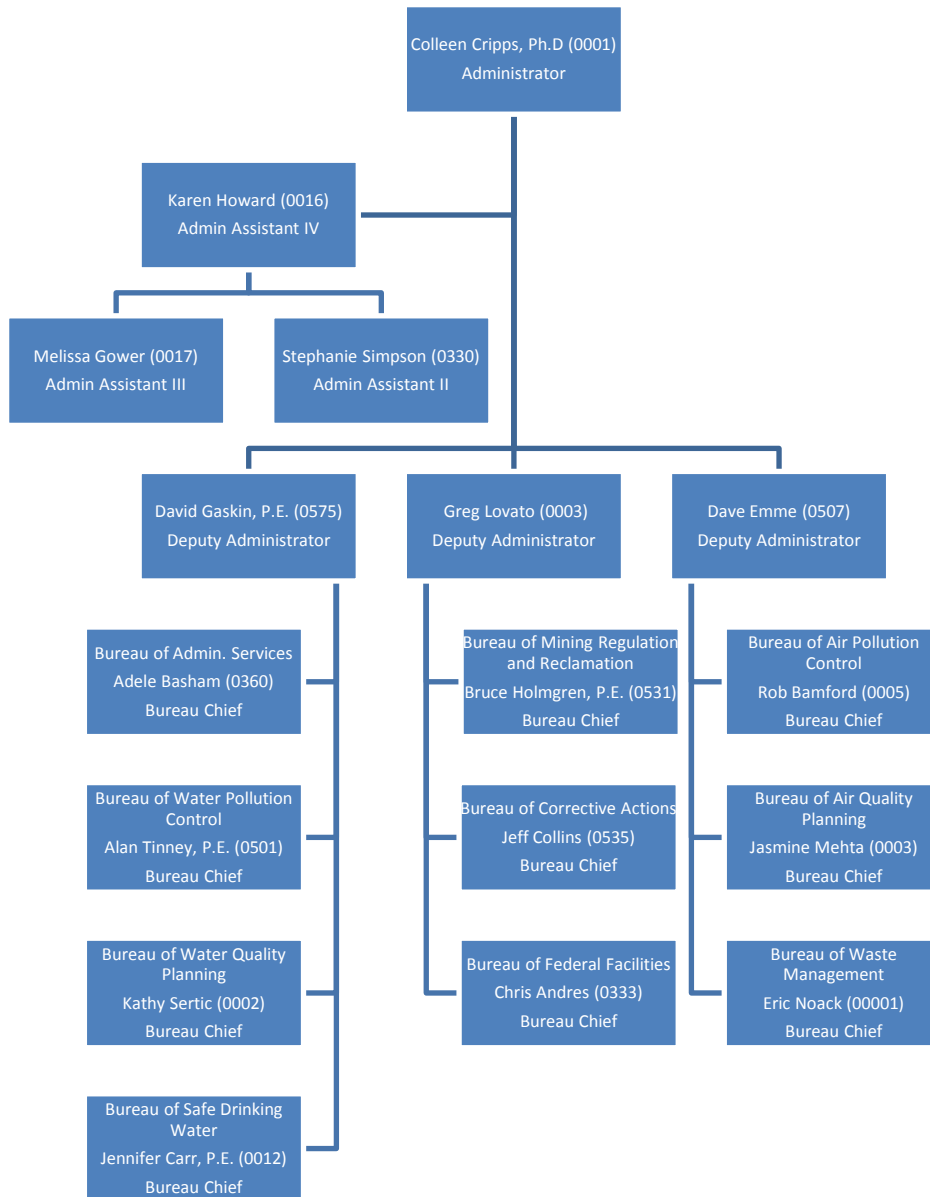
- Administrative Services
- Air Quality Planning
- Air Pollution Control
- Water Pollution Control
- Water Quality Planning
- Safe Drinking Water
- Mining Regulation and Reclamation
- Corrective Actions
- Waste Management
- Federal Facilities

Division staff also provides support to three boards and commissions. The State Environmental Commission is an eleven member body that hears petitions to adopt regulations, ratifies certain air pollution control penalties and hears appeals from parties aggrieved by actions of the Division. The Board for Financing Water Projects is a five member board that governs applications for grant funds from the State water infrastructure grants program and applications for loans from the Drinking Water State Revolving loan fund. The Board to Review Petroleum Claims governs claims against the State Petroleum Fund for reimbursement of expenses associated with remediation of petroleum releases from registered underground storage tanks.

Statutory Authority: NRS 232.136, 444, 444A, 445A, 445B, 445C, 459, 486A, 519A, 590, and 704

Number of Employees: 258 Authorized FTE / December 2014

Fig. 1. Organization chart for the Division of Environmental Protection



Summary of Agency Goals

The following goals represent the core functions of the Division of Environmental Protection.

GOAL 1. Clean Air Achieve and maintain levels of air quality that will protect human health, prevent injury to plant and animal life, prevent damage to property, and preserve the scenic, historical, and aesthetic treasures of the state. Minimize the risk of chemical accidents.

GOAL 2. Clean Water. Protect the waters of the state from the discharge of pollutants and contaminants to protect groundwater, preserve beneficial uses of surface water, and maintain healthy aquatic habitat.

GOAL 3. Safe Drinking Water. Protect the health of the citizens and visitors of Nevada by ensuring that public water systems provide safe and reliable drinking water.

GOAL 4. Safe and Effective Waste Management. Ensure safe management of solid and hazardous waste; promote waste reduction, reuse, and recycling.

GOAL 5. Environmentally Responsible Mining. Ensure Nevada's mining industry complies with State regulatory programs for the protection of surface and groundwater resources, general pollution control, and reclamation of disturbed lands.

GOAL 6. Effective Oversight of Federal Facilities. Provide regulatory oversight of environmental remediation activities, hazardous waste management activities, low level and mixed low level radioactive waste disposal, and other programs conducted by the U.S. Department of Energy (DOE) at its Nevada facilities.

GOAL 7. Prevention of Petroleum Releases and Restoration of Contaminated Sites. Regulate underground fuel storage tanks to prevent releases of petroleum products to the environment. Assess and, if necessary, clean up contaminated properties to levels appropriate for their intended land use and zoning.

GOAL 8. Low Cost Financing of Needed Environmental Infrastructure. Provide low cost financing of improvements to drinking water and wastewater infrastructure that is needed to achieve compliance with applicable environmental standards.

GOAL 9. Efficient and Effective Administration. Ensure effective implementation of the Division's environmental programs and manage Division operations as efficiently as possible, continuously looking for opportunities to streamline and automate processes.

GOAL 10. Public Information. Inform the public about environmental issues of concern and involve citizens in decision-making processes.

GOAL 1: Clean Air

Achieve and maintain levels of air quality that will protect human health, prevent injury to plant and animal life, prevent damage to property, and preserve the scenic, historical, and aesthetic treasures of the state. Minimize the risk of chemical accidents.

Responsibility, Authority and Resources:

Air program functions are organized into regulatory and planning bureaus. The Bureau of Air Pollution Control (BAPC) issues air pollution control permits, conducts inspections and, when necessary, pursues enforcement action to compel compliance. The Bureau also implements the Chemical Accident Prevention program, which is a chemical process safety program.

The Bureau of Air Quality Planning (BAQP) develops regulations, standards and State Implementation Plans necessary to maintain federal authorization to implement the provisions of the Clean Air Act in lieu of US EPA. The Bureau also monitors ambient air quality in the State, conducts annual inventories of air emissions, conducts air modeling and increment tracking to support permit functions, implements a smoke management program to minimize the impacts from controlled burns, and implements alternative fuels and mobile sources programs in coordination with Motor Pool, DMV and other agencies. Statutory Authority: NRS 445B.100 - 445B.845, NRS 486A.010 - 486.180 and NRS 459.380 - 459.3874.

The Division currently has 62 staff positions that are dedicated to the goal of clean air. Staffing levels have been increased, from a staff of 54 in 2010 to current levels, adding staff to conduct air monitoring, permitting and inspection to meet new federal requirements of the Clean Air Act. BAPC and BAQP jurisdiction is limited to the areas of the State outside of Washoe County and Clark County. Except for fossil fuel fired steam generators, air quality in those counties is managed locally.

Objectives:

Objective 1.1:

Minimize the risk of catastrophic release of highly hazardous chemicals by conducting technical reviews of facility risk assessments, conducting annual facility inspections to monitor compliance with hazard abatement plans and reporting requirements, and, when needed taking enforcement action.

Objective 1.2:

Continue to control air pollution throughout the State with effective planning, permitting and industry partnerships.

Objective 1.3:

Implement methods to rapidly and accurately assess air quality resources so that appropriate economic growth can proceed while protecting the air resource and human health and environmental quality.

Objective 1.4:

Control mercury emissions in the State, particularly those derived from mining operations.

Objective 1.5:

Operate an ambient air quality monitoring network to identify areas that approach or exceed the established State and Federal ambient air quality standards.

Objective 1.6:

Assist local and regional planning by identifying sources of air pollutants and maintaining an accurate inventory of air pollutant emissions from both stationary and area sources Statewide.

Objective 1.7:

Work with local government and sources of air pollution to develop strategic partnerships to effectively control the emissions of air pollutants in areas that are not in attainment with State or Federal standards.

Performance Measures:

Performance measures representing the air programs provide an indication of effectiveness by reporting on the percentage of standards attained through air pollution control measures and the rate of compliance found at inspected facilities. These statistics demonstrate an exceptionally responsive regulatory program with a high rate of compliance. Note that the projected measures related to attainment of the NAAQS may be unachievable if US EPA lowers the ozone standard below background levels in Nevada.

	Title/Description	Proj. FY14	Actual FY14	Proj. FY15	Proj. FY16	Proj. FY17
1	Percent of hydrographic basins outside of Clark and Washoe Counties in attainment with National Ambient Air Quality Standards (NAAQS)	95%	100%	95%	95%	95%
2	Percent of inspections and data reviews of air pollutant sources that find substantial compliance	95%	95%	95%	95%	95%
3	Percent of inspections and data reviews of Chemical Accident Prevention Program that find substantial compliance	90%	98%	90%	90%	90%

Challenges and Strategies:

National policy shifts in areas such as climate change and energy and updates to ambient air quality standards have led to numerous new rulemaking efforts by US EPA; proposed Greenhouse Gas 111d regulations and a proposed revision of the ozone standard that is below background values in some locations in Nevada are key examples. Division staff must evaluate proposed new rules and develop equivalent State standards and implementation plans. This requires an extraordinary amount of staff, management and legal resources. Keeping pace with these rulemaking efforts is difficult, especially in the event of court challenges that create uncertainty and in some cases reversals of national rules. As the regulatory landscape continues to evolve, working closely with regulated industries will continue to be vitally important to maintaining timely permit actions and a high level of compliance.

The Division's strategies for addressing these challenges and achieving its objectives include:

1. Engaging in national policy development by participating in national and regional associations and engaging US EPA directly.
2. Engaging stakeholders in the process of developing new State standards and control measures.
3. Supporting independent research within the State that can be used to tailor standards to conditions within the State, or in the case of ozone, to demonstrate transport from sources outside of the State.
4. Continuing to evaluate staffing needs to ensure adequate resources are available to implement new standards and control measures.
5. Developing internal and external guidance to improve the consistency of permits and to streamline permitting actions.
6. Implementing technology improvements to increase efficiency and make the best use of staff resources.

GOAL 2: Clean Water

Protect the waters of the state from the discharge of pollutants and contaminants to protect groundwater, preserve beneficial uses of surface water and maintain healthy aquatic habitat.

Responsibility, Authority and Resources:

Water program functions are organized into regulatory and planning bureaus. The Bureau of Water Pollution Control (BWPC) serves a regulatory function by issuing permits to discharge to surface and/or ground water and ensuring compliance with

water pollution control laws. Facilities are inspected to ensure compliance and enforcement actions are taken if necessary. Staff reviews the design of waste water treatment plants and infrastructure. Subdivisions are reviewed to ensure that adequate systems are in place to treat waste water. In addition, the Bureau implements the Underground Injection Control (UIC) program and the Source Water Protection program, both of which are ground water protection programs. The Bureau implements provisions of the federal Clean Water Act in lieu of US EPA. Statutory authority: NRS 445A.300 - 445A.730.

The Bureau of Water Quality Planning (BWQP) conducts surface water chemical, physical and biological monitoring; develops surface water quality standards; assesses water quality and prepares numerous water quality reports and plans. The Bureau implements environmental education programs and funds water quality improvement projects. The Bureau implements provisions of the federal Clean Water Act in lieu of US EPA. Statutory authority: NRS 445A.300 - 445A.730.

The Division currently has 45 positions dedicated to protecting Nevada's waters. Staffing levels in this program were reduced from 2010 levels due to transfer of the laboratory certification program to the Bureau of Safe Drinking Water.

Objectives:

Objective 2.1:

Implement an effective and proactive water pollution control permitting, inspection and compliance program.

Objective 2.2:

Streamline the permitting process and the compliance evaluation process.

Objective 2.3:

Evaluate the chemical, physical and biological health of watersheds throughout Nevada.

Objective 2.4:

Develop and review surface water quality standards including beneficial uses, numeric criteria to protect the uses and requirements to maintain higher water quality.

Objective 2.5:

Develop TMDLs to improve surface water quality and control pollutant discharges.

Objective 2.6:

Develop local, regional, and statewide plans to ensure water quality standards are maintained and impaired surface waters are restored where possible.

Objective 2.7:

Support the reduction of nonpoint sources of pollution through implementation projects, environmental education and outreach to the public and other local, state and federal agencies.

Performance Measures:

Performance measures representing the water programs indicate the status of permitting efforts, rate of compliance, extent of ambient water quality monitoring and assessment, and progress reducing sediment loads to Lake Tahoe to improve water clarity. These measures demonstrate a consistent regulatory program with a high rate of compliance.

	Title/Description	Proj. FY14	Actual FY14	Proj. FY15	Proj. FY16	Proj. FY17
1	Percent of National Pollutant Discharge Elimination System permits in current status relative to the total number of permits	90%	88%	90%	90%	90%
2	Percent of facilities in compliance with NPDES permits relative to the total number of NPDES permits	95%	100%	95%	95%	95%
3	Percent of miles of perennial streams assessed to determine if water quality standards are being met	30%	42%	30%	40%	40%
4	Percent reduction in sediment loads from urban upland sources to Lake Tahoe compared to baseline year	2%	NA	2%	2%	2%

Challenges and Strategies:

The BWQP is funded solely through federal grants primarily from the U.S. Environmental Protection Agency. Further budget cuts at the national level could result in a reduction of stream miles monitored and assessed, fewer approved water quality standard actions and fewer water quality improvement projects being implemented.

The BWPC is funded through fees and federal grants. Workload pressures are exacerbated by US EPA's national initiatives to enhance compliance and enforcement efforts, and EPA's expansion of the permitting universe to a wider group of facilities which results in higher levels of reporting by States.

The Division's strategies for addressing these challenges and achieving its objectives include:

1. Continuing to streamline permitting and compliance programs by implementing an e-permitting system and a NetDMR system to automate processing of permit applications and the review of Discharge Monitoring Reports.
2. Continuing to enhance BWPC "I-Wells" database system for permitting of underground injection related permits, and automate reporting to US EPA to reduce the reporting burden under the Underground Injection Control (UIC) program.
3. Engaging in national policy discussions regarding Clean Water Act requirements.
4. Continued implementation of the BWQP planning programs.
5. Enhancing efforts to work with other local, state and federal partners to leverage funding for water quality improvement projects.

GOAL 3: Safe Drinking Water

Protect the health of citizens and visitors of Nevada by ensuring that public water systems provide safe and reliable drinking water.

Responsibility, Authority and Resources:

The Bureau of Safe Drinking Water (BSDW) implements the Public Water System Supervision Program (PWSSP) authorized under the federal Safe Drinking Water Act (SDWA) and maintains primacy for the State of Nevada. State implementation of the PWSSP ensures Nevada's public water systems comply with state and federal drinking water standards by enforcing the sampling and monitoring requirements for water quality, enforcing requirements for surface water treatment and corrosion control. The Bureau reviews engineering plans for public water systems and the subdivision of land, and also administers the Laboratory Certification Program to oversee laboratories performing water analysis for the purposes of meeting the Safe Drinking Water, RCRA and/or Clean Water Act. Statutory authority: NRS 445A.425 - 445A.428 and NRS 445A.800 - 445A.955.

The Division currently has 26 staff positions. Staffing levels have increased in recent years from a staff of 19 to current levels, mainly due to the transfer of 5 positions in the Laboratory Certification Program from the Bureau of Water Quality Planning to BSDW. An additional Laboratory Certification Officer was added to the Bureau in 2013 and one additional PWSSP staff position was added in 2014.

Objectives:**Objective 3.1:**

Conduct sanitary surveys annually of all public water systems that have a surface water intake and complete sanitary surveys at least once every three years for systems that use only ground water.

Objective 3.2:

Review water system improvement plans and subdivision plans to assure consistency with regulatory requirements.

Objective 3.3:

Review drinking water monitoring data to assure public water systems meet all applicable drinking water standards.

Objective 3.4:

Administer the State Laboratory Certification Program to ensure laboratories prescribe to established methods and procedures when performing analyses to meet state and federal requirements.

Performance Measures:

Performance measures for the Safe Drinking Water program are focused on compliance with water quality standards. These measures demonstrate a consistent regulatory program with a high rate of compliance, ensuring the protection of public health.

	Title/Description	Proj. FY14	Actual FY14	Proj. FY15	Proj. FY16	Proj. FY17
1	Percent of community water systems in compliance with maximum contaminant levels for primary drinking water standards	90%	89%	90%	90%	90%
2	Percent of population served by community water systems in compliance with maximum contaminant levels for primary drinking water standards	95%	99%	95%	95%	95%

Challenges and Strategies:

The drinking water program will be working to address a number of new and ongoing programmatic challenges. In general, workload has increased and is expected to continue to increase due to a resurgence of activity resulting from the rebounding economy. In addition, the Bureau has compiled a list of nearly 100 water systems that may meet the definition of a public water system. These systems will be investigated in 2015 to determine if they are subject to regulation. Should a large percentage of these

systems require regulation, additional staffing may be necessary to address them. The resource needs of the Laboratory Certification Program have also increased due to the addition of Mining Laboratory certification requirements and an overall increase in the complexity and number of methods and procedures the Bureau must certify. And finally, more and more hospitals and hotels are adding secondary disinfection to control the *Legionella* organism in premise plumbing that must be regulated as public water systems, adding to the Bureau's workload.

The Division's strategies for addressing these challenges and achieving its objectives include:

1. Streamlining Bureau activities, seeking efficiencies using technology, and evaluating human resource needs.
2. Evaluating fiscal data, projecting State and Federal revenue trends, to assess the adequacy of existing fee and grant revenue to support staff needs.
3. Encouraging consolidation of small water systems with regional systems where practical. Working with the Office of Financial Assistance and other Agencies to evaluate potential incentives and financing schemes to support regionalization.
4. Using contracts and other resources to identify and assess additional systems that may require regulatory oversight.
5. Prioritizing laboratory inspections and program activities to ensure program requirements are met.

GOAL 4: Safe Waste Management.

Ensure safe management of solid and hazardous waste; promote waste reduction, reuse, and recycling.

Responsibility, Authority and Resources:

The Bureau of Waste Management is responsible for ensuring safe management of hazardous waste by regulating its handling, transportation, treatment, storage and disposal; ensuring safe collection and disposal of solid waste; and encouraging businesses, institutions and individuals to reduce the amount of waste generated, participate in recycling programs and conserve natural resources. The Bureau implements provisions of the federal RCRA law related to hazardous and solid waste management in lieu of US EPA. Statutory authority: NRS 444.440 - 444.645, NRS 444A.010 - 444A.110, and NRS 459.400 - 459.600.

The Division currently has 22 staff positions that are dedicated to the goal of safe waste management. Staffing levels in the waste management programs have been flat for several years. Health districts in Clark and Washoe counties have jurisdiction over solid waste management within those counties.

Objectives:**Objective 4.1:**

Reduce generation of solid and hazardous waste in Nevada by encouraging waste reduction, recycling, and product substitution.

Objective 4.2:

Prevent uncontrolled releases of hazardous wastes to the environment through effective permitting controls, compliance monitoring, and enforcement.

Objective 4.3:

Prevent release of pollutants or contaminants from solid waste disposal facilities through effective permitting controls, compliance monitoring, and enforcement.

Performance Measures:

Performance measures for the Waste Management programs reflect compliance rates and the State's recycling rate. The compliance measures demonstrate a very high rate of compliance among handlers of hazardous waste and solid waste disposal facilities. Nevada's recycling rate has met the statewide goal of 25%.

	Title/Description	Proj. FY14	Actual FY14	Proj. FY15	Proj. FY16	Proj. FY17
1	Percent of inspections of businesses that generate, treat, store, dispose of, or recycle hazardous waste that find substantial compliance	95%	98%	95%	95%	95%
2	Percent of Nevada solid waste that is recycled	25%	25%	25%	26%	27%
3	Percent of inspections of permitted solid waste landfills that find substantial compliance	85%	90%	85%	85%	85%

Challenges and Strategies:

The waste management programs face a number of programmatic challenges. In the hazardous waste program, US EPA continues to be keenly focused on waste streams

generated by the mining industry. Increased scrutiny of the industry at the federal level in turn requires the State to devote resources to respond to federal inquiries and inspections. Also, the State-owned Beatty facility is nearing capacity within its current footprint. The operator, US Ecology, is seeking a land transfer from BLM that would enable continued operation. If the land transfer fails or is delayed, some industries in the State will face higher costs for land disposal of hazardous waste out of state and the Division's Hazardous Waste and Corrective Actions programs will face severe revenue shortfalls since disposal fees are a significant source of program revenue.

Key issues in the solid waste program include regulation of large scale importation of out of state waste, management and recycling of electronic waste and encouraging expansion of recycling programs to increase the State's recycling rate.

The Division's strategies for addressing these challenges and achieving its objectives include:

1. Continuing to work closely with US EPA and mining industry representatives to ensure that the RCRA regulations are applied correctly and consistently.
2. Remaining engaged in national policy discussions related to regulation of coal ash and other federal regulatory issues.
3. Continuing to monitor the land transfer process associated with the Beatty facility and engaging with State Lands to help facilitate the process.
4. Closely monitor efforts to permit and develop landfills for imported waste. Carefully review permit applications to ensure facilities are held to a high standard and are safe.
5. Continuing to provide information and assistance to encourage recycling Statewide.

GOAL 5: Environmentally Responsible Mining

Ensure Nevada's mining industry complies with State regulatory programs for the protection of surface and groundwater resources, general pollution control, and reclamation of disturbed lands.

Responsibility, Authority and Resources:

The Bureau of Mining Regulation and Reclamation is responsible for regulating fluid management, closure and reclamation at mining operations. It is the mission of the Bureau to ensure that Nevada's waters are not degraded by mining operations and that the lands disturbed by mining operations are reclaimed to safe and stable conditions to ensure a productive post-mining land use. Statutory authority: NRS 445A.300 - 445A.730 and NRS 519A.010 - 519A.280.

The Division currently has 20 staff positions in the Bureau of Mining Regulation and Reclamation. Staffing levels in the mining programs has been relatively flat for many years, with one new position added to the mining reclamation program in FY10.

Objectives:

Objective 5.1:

Provide a well-established regulatory framework with a goal of environmentally responsible mining.

Objective 5.2:

Work closely with the regulated community, governmental agencies, and stakeholder groups to improve mine closure techniques and overall mine closure direction.

Objective 5.3:

Establish and sustain a system of surety that is durable and fiscally secure.

Performance Measures:

Performance measures for the Mining programs reflect compliance with financial assurance requirements, the frequency of inspections, and the degree to which impacts to waters of the state due to mining activity are being addressed. These measures reflect a well-managed program that is able to meet or exceed its performance targets. The high rate of financial assurance demonstrates that the State is protected from the liability risk of possible mine abandonment or bankruptcy.

	Title/Description	Proj. FY14	Actual FY14	Proj. FY15	Proj. FY16	Proj. FY17
1	Percent of mining reclamation operations requiring financial assurance that have adequate financial assurance	98%	99%	98%	98%	98%
2	Percent of scheduled mining regulation compliance inspections that document substantial compliance	97%	99%	97%	97%	97%
3	Percent of regulated mine sites with water degradation issues that are being appropriately managed	88%	85%	88%	87%	87%

Challenges and Strategies:

Relatively high metal prices have sustained a high level of mining activity which in turn heightens the need for regulatory services. While most mining operations are managed by responsible operators, high metal prices also attract less responsible operators who tend to place an added demand on regulatory resources. In addition, both the industry

and the Division are interested in improving the mine closure process to ensure safe and cost-effective closures and in continuing to coordinate reclamation permitting and bonding with BLM and USFS where federal lands are involved.

The Division's strategies for addressing these challenges and achieving its objectives include:

1. Continuing to engage actively with the mining industry and stakeholders regarding mining issues and concerns.
2. Maintaining a field presence that provides a reasonable frequency of inspection of mining operations.
3. Maintaining a BLM liaison position to help coordinate sureties and reclamation work where federal lands are involved.
4. Coordinating studies with industry and researchers of mine closure methods that require no future ongoing monitoring and reporting.

GOAL 6: Effective Oversight of Federal Facilities

Provide regulatory oversight of environmental remediation activities, hazardous waste management activities, low level and mixed low level radioactive waste disposal, and other programs conducted by the U.S. Department of Energy (DOE) at its Nevada facilities.

Responsibility, Authority and Resources:

The Bureau of Federal Facilities monitors U.S. DOE compliance with air, water, waste and drinking water regulations at the Nevada National Security Site (NNSS), formerly the Nevada Test Site. Staff review shipments of low level radioactive waste and mixed waste destined for disposal at the NNSS and regulate management of hazardous waste at DOE facilities. Staff also oversee groundwater investigations associated with former underground nuclear test areas and characterizations and remedial activities at soil sites contaminated during atmospheric testing. Statutory authority: NRS 445A.300 - 445A.730 and NRS 459.400 - 459.600.

The Division currently has 11 staff positions in the Bureau of Federal Facilities, located in the Las Vegas office. Staffing levels in this program have been flat for several years.

Objectives:

Objective 6.1:

Work with Federal agencies to develop acceptable planning schedules for the remediation of contaminated sites in Nevada and assure environmental compliance in all other activities.

Objective 6.2:

Work with Federal agencies doing business at NNSS and the Tonopah Test Range (TTR) to expedite cleanup of contaminated sites to allow potential re-use of sites and facilities for both defense and non-defense purposes.

Objective 6.3:

Conduct inspections to determine if Federal facilities are in compliance with applicable State environmental laws and regulations.

Performance Measures:

The performance measure for the Federal Facilities program reflects compliance with milestones in the key governing agreement between the State and the Department of Energy. This measure indicates compliance is successfully being maintained. In addition, sampling continues to indicate a safe and clean drinking water supply.

	Title/Description	Proj. FY14	Actual FY14	Proj. FY15	Proj. FY16	Proj. FY17
1	Percent of waste shipments arriving at NNSS for disposal in compliance with the Waste Acceptance Criteria	100%	100%	100%	100%	100%
2	Percent of NNSS drinking water supply sampling events showing compliance with Safe Drinking Water Act standards	100%	100%	100%	100%	100%

Challenges and Strategies:

Continued progress with contaminant investigation and monitoring at NNSS is dependent on the adequacy of Congressional appropriations to the DOE and allocation of resources within DOE to Nevada operations. It is an ongoing challenge to press the Department to devote adequate resources to address site issues in Nevada. In addition, DOE site cleanups in other States are generating significant quantities of mixed and low level radioactive waste, a portion of which is destined for NNSS for disposal.

The Division's strategies for addressing these challenges and achieving its objectives include:

1. Remaining engaged, through ECOS and other organizations, such as the National Governor's Association Federal Facilities Task Force, in national discussion of DOE complex cleanups and funding of environmental management activities at DOE facilities.
2. Ensuring that proposed waste streams meet acceptance criteria and that disposal facilities are operated in compliance with permit conditions.
3. Continuing to oversee groundwater studies and monitoring efforts related to the underground test areas to ensure protection of off-site groundwater resources.

GOAL 7: Prevention of Petroleum Releases and Restoration of Contaminated Sites

Regulate underground fuel storage tanks to prevent releases of petroleum products to the environment. Assess and, if necessary, clean up contaminated properties to levels appropriate for their intended land use and zoning.

Responsibility, Authority and Resources:

The Bureau of Corrective Actions is responsible for the analysis and remediation of contaminated sites, certification of environmental consultants, regulation of underground storage tanks (UST), remediation of leaking underground storage tanks and administration of the Petroleum Claims Fund. The Bureau implements provisions of the federal Resource Conservation and Recovery Act (RCRA) Subtitle I in lieu of US EPA. The Bureau also provides staff support to the Board to Review Petroleum Claims. Statutory authority: NRS 445A.060 - 445A.730, NRS 459.500 - 459.535, NRS 459.610 - 459.658, NRS 459.800 - 459.856, and NRS 590.700 - 590.920.

The Division currently has 32 staff positions in the Bureau of Corrective Actions. Staffing levels in this program have been flat in the past few years, though two new positions were added in the FY06-07 biennium. In addition, the Bureau has made extensive use of contractor support to help keep pace with oversight of large, complex remediation projects.

Objectives:

Objective 7.1:

Manage investigation and cleanup of sites contaminated by pollutants to ensure protection of public health and the environment.

Objective 7.2:

Continue to efficiently manage the Petroleum Cleanup Fund and implement the Underground Storage Tank Program to prevent future releases.

Objective 7.3:

Continue certification of environmental consultants by improving testing and outreach.

Objective 7.4:

Continue to manage programs that receive, respond to, assess, and mitigate environmental emergencies.

Objective 7.5:

Continue management of the Brownfields program to enable restoration and beneficial reuse of contaminated properties.

Performance Measures:

Performance measures for the Corrective Actions programs reflect the rate of compliance among owners of UST's, progress in Brownfields programs and successful UST remediation. These measures indicate a relatively high rate of compliance at UST facilities, demonstrated success at Brownfields sites, and continued advancement in UST remediation. Achievement and exceedance of Brownfields property reuse goal is in part related to changing market conditions in the Nevada real estate market.

	Title/Description	Proj. FY14	Actual FY14	Proj. FY15	Proj. FY16	Proj. FY17
1	Percent of underground storage tank facilities found to be in significant operational compliance with the 1998 federal regulations	70%	92%	75%	75%	80%
2	Percentage of sites receiving Brownfields funding within past 4 fiscal years that are ready for reuse	50%	87%	55%	60%	65%
3	Percent of leaking underground storage tank and remediation cases with site wide groundwater contamination under control	70%	69%	75%	75%	80%

Challenges and Strategies:

The key challenges facing the Bureau of Corrective Actions relate to management of large, complex cases where multiple responsible parties and jurisdictions are involved and in smaller cases where the owner/operator does not have sufficient funds to complete cleanup. These cases demand significant managerial, technical and legal resources, particularly in the event of bankruptcy. Existing Bureau and AG staff has been stretched thin by a number of these more demanding cases. Ensuring cost recovery from responsible parties in these cases is vitally important to provide equitable support of agency expenses without drawing down agency revenue funds.

The Division's strategies for addressing these challenges and achieving its objectives include:

1. Continuing to prioritize and allocate resources toward the sites posing the highest risk.

2. Evaluating the balance of staff and contract support needed to effectively oversee contaminant investigations and remediation projects.
3. Securing, in coordination with the Attorney General's office, additional legal staff to provide dedicated service to the Bureau.
4. Continuing to seek cost recovery from viable responsible parties.
5. Continuing to implement the State's oversight role at corrective action sites by focusing on the desired environmental outcome at each site and defining a path to success. Where there are federal interests, the State vs federal roles and responsibilities must be clearly defined.

GOAL 8: Financing of Needed Environmental Infrastructure

Provide low cost financing of improvements to drinking water and wastewater infrastructure that is needed to achieve compliance with applicable environmental standards.

Responsibility, Authority and Resources:

The Bureau of Administrative Services, Office of Financial Assistance provides low cost financing of drinking water and wastewater treatment infrastructure through the Safe Drinking Water and Clean Water State Revolving loan fund programs. The Office also implements the State Capital Improvements Grants (AB198) program. Statutory authority: NRS 445A.060 - 445A.160, NRS 445A.200 - 445A.295, and NRS 349.980 - 349.987.

The Division currently has 5 staff positions in the Office of Financial Assistance. Staffing levels in this program have decreased slightly with reorganization of some staff positions within the Division in recent years.

Objectives:

Objective 8.1:

Assist communities by issuing low cost loans for the construction of needed improvements to drinking water and wastewater facilities.

Objective 8.2

Implement the Capital Infrastructure Grants program and the Drinking Water State Revolving Fund additional subsidy in a manner that provides assistance to those most in need while helping to develop capacity among small system operations so that systems are sustainable.

Performance Measures:

Performance measures for the Office of Financial Assistance reflect the utilization rate of loan funds available for both Safe Drinking Water projects and Clean Water projects. Since the amount of capitalization grants is dependent on Congressional appropriations, future funding for the SRF programs is uncertain, though it is anticipated that appropriations will continue to decline for the next few years at least.

Achieving only 52% fund utilization for Drinking Water State Revolving Fund in FY14 is a result of timing. Drinking Water loans are approved by the Board for Financing Water Projects and in FY14, this Board met in July (after the end of the fiscal year) rather than June. Loan commitments approved in July had they occurred in June would bring the utilization rate to 66% which is also below the target. However, several large projects were approved at the September Board meeting that would bring the utilization rate to 111%. Loan applicants often have to go through extensive planning and local approvals before the project is ready to go before the Board for Financing Water Projects.

	Title/Description	Proj. FY14	Actual FY14	Proj. FY15	Proj. FY16	Proj. FY17
1	Percent of Safe Drinking Water State Revolving Fund loans committed relative to cumulative funds available	85%	52%	85%	85%	85%
2	Percent of Clean Water State Revolving Fund loans committed relative to cumulative funds available	85%	109%	85%	85%	85%

Challenges and Strategies:

The key challenges facing the Office of Financial Assistance relate to uncertainties over the amount of annual SRF capitalization grants, the continued federalization of the SRF program through new mandates and set-asides, uncertainties over future demand for infrastructure financing given severe economic strains on local government budgets, and the lack of State infrastructure grant funds due to limited State debt capacity.

The Division's strategies for addressing these challenges and achieving its objectives include:

1. Continuing to engage in national organizations like the Council on Infrastructure Financing to track national trends in the SRF programs and participate in policy developments.
2. Providing for an orderly suspension of the State Infrastructure grants program until the State economy and debt capacity recovers.
3. Continuing to fully integrate the SRF programs to optimize utilization of staff resources across program lines.

GOAL 9: Efficient and Effective Administration

Ensure effective implementation of the Division's environmental programs and manage Division operations as efficiently as possible, continuously looking for opportunities to streamline and automate processes.

Responsibility, Authority and Resources:

Division administration consists of the Administrator, Deputies, Administrative Assistants and the Offices of Financial and Personnel Management (OFPM) and Information Management (OIM) within the Bureau of Administrative Services. These positions provide centralized management, accounting and IT services for the Division.

Despite increasing demand for services, the staffing levels in OFPM and OIM have remained flat for the past several years. Automation of many accounting and payroll processes has improved productivity, enabling just 10 FTE's (3.9% of the total Division FTE's) to handle the agency's accounting workload. Late in 2012, the IT resources for the Department of Conservation and Natural Resources were centralized resulting in more efficient use of resources through sharing personnel and software department wide. However, IT staffing has not kept pace with demand for services, particularly programming and application development services. This is evidenced by the fact that several programs have hired their own programmers to provide services and meet existing project needs.

Objectives:

Objective 9.1:

Provide effective management of the Division's environmental programs through planning, collaboration, sound decision-making and clear communication.

Objective 9.2:

Prudently manage the Division's fiscal resources and minimize administrative overhead costs so that staffing can be maintained at a level sufficient to implement regulatory programs with confidence and competence.

Objective 9.3:

Ensure that effective internal controls are consistently implemented to avoid, loss, waste and abuse.

Objective 9.4:

Achieve an optimal level of efficiency by continuously looking for ways to streamline and improve business processes.

Objective 9.5:

Provide reliable and competent IT support to Division staff and operations.

Performance Measures:

Performance measures for OFPM and OIM reflect audit results on internal controls and computer network operational performance. The measures indicate very high performance in both areas.

	Title/Description	Proj. FY14	Actual FY14	Proj. FY15	Proj. FY16	Proj. FY17
1	Number of audit findings that reflect a material weakness in internal controls	0	0	0	0	0
2	Unscheduled computer network downtime	60 min	26 min	60 min	60 min	60 min

Challenges and Strategies:

The primary challenge facing the Division's management team is keeping pace with the demands for environmental regulatory services in the face of limited fiscal resources and a lagging State economy. While the Division does not receive revenue from the State general fund and as such has avoided significant cuts to services or layoffs, it has been subject to staff furloughs, restrictions on travel and training, prohibitions against raising fees and, with few exceptions, flat federal grant funding. At the same time, the Division faces a substantial and growing workload and a significant pending regulatory agenda at the federal level that, if adopted, States will be expected to implement.

The Division's strategies for addressing these challenges and achieving its objectives include:

1. Maintaining a focus on the core mission of the agency to protect public health and the environment.
2. Continuing to engage with stakeholders regarding regulatory issues while maintaining a productive working relationship with regulated industries.
3. Evaluating opportunities for business process improvements in the areas of permitting, fee invoicing and payment, debt tracking, contract administration and vehicle fleet management.
4. Ensuring that annual assessments are conducted of the adequacy and degree of compliance with Division and Bureau internal controls.
5. Making greater use of MSA contractors for IT programming work and using in-house IT staff for project management and maintenance.

GOAL 10: Public Information

Inform the public about environmental issues of concern and involve citizens in decision-making processes.

Responsibility, Authority and Resources:

The Division has one Public Information Officer position to respond to media inquiries, prepare press releases, assist with public meetings, participate in emergency preparedness exercises and coordinate with other agencies regarding communication of information related to environmental issues.

Objectives:

Objective 10.1:

Provide a timely and accurate response to news media inquiries and public requests for information.

Objective 10.2:

Maintain open and routine channels of communication with local governments to hear local issues and communicate the Division's perspective.

Objective 10.3:

Maintain a robust public website that enables easy access to information related to the Division's environmental programs and provides online services to regulated entities.

Objective 10.4:

Prepare to fulfill an environmental public information role during emergencies by participating in emergency preparedness exercises and training.

Challenges and Strategies:

The role of the Public Information Officer has evolved as the news media has shifted from primarily print media to internet websites and new media. While it is still crucial to maintain a rapport with the few remaining print media reporters, making effective use of new media is equally important. Another challenge relates to coordination and communication with local governments. The Division has frequent interaction with local governments through nearly all of its regulatory programs. At times there have been real or perceived issues arising from local land use decisions and Division permitting actions. Maintaining clear and consistent communication is important to minimizing conflict and enhancing understanding of local issues.

The Division's strategies for addressing these challenges and achieving its objectives include:

1. Continuing to use multiple means of communicating with the news media and the public to convey the Division's information regarding issues of concern.
2. Maintaining good communications to provide a point of contact to hear issues from local government leaders and convey the Division's perspective.